



OFFICES OF THE COUNTY EXECUTIVE
ROCKVILLE, MARYLAND 20850

Isiah Leggett
County Executive

Timothy L. Firestine
Chief Administrative Officer

M E M O R A N D U M

September 10, 2008

TO: Executive Branch Department Directors

FROM: Timothy L. Firestine, Chief Administrative Officer

SUBJECT: Alternative Work Schedules

Over the last several months, a number of employers in both the private and public sectors have considered alternate work schedules as a means to lower energy consumption and to help employees reduce their fuel costs and commuting time. Our current policies, procedures, and applicable collective bargaining agreement provide us the ability to offer alternate work schedules to our employees. The County Executive and I are encouraging you and your management team to explore the four-day work week (10-hour day) for employees in your departments. The County has worked in collaboration with MCGEO to encourage participation in these voluntary opportunities.

The benefits of AWS for the County and our employees are many: reducing fuel consumption and costs, easing traffic congestion, and helping us meet our regional goal with the Metropolitan Washington Council of Governments of 30 percent of employees participating in alternate work schedules. Although the County is not limited in the options that it offers to employees who express interest in this program, we believe that the four 10-hour day work week provides the most flexibility in scheduling employees to be out of the office.

We are asking management to aggressively examine operational requirements, and identify positions where voluntary four 10-hour day workweeks may be offered to employees and to develop an operational plan consistent with providing quality customer service. We do understand the challenges of maintaining service delivery and managing flexible work schedules. However, we believe these challenges can be overcome.

The following criteria will assist you in your operational review and discussions with supervisors and managerial staff:





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- Service delivery to internal and external customers will be maintained;
- Operational requirements must be met;
- Employee participation is voluntary;
- Offices or operations must be covered during normal period of public service five days a week;
- Success must be measured in relation to departmental headline performance measures; and
- Costs to the County will not be increased.

In order to assist you in the development of an implementation plan, the Office of Human Resources will conduct a management informational session on September 26th and September 30th, from 2:00 to 3:30 p.m. in the EOB Lobby.¹ Further, you are strongly encouraged to contact your assigned human resources specialist on the labor/employee relations team as soon as possible in order to involve MCGEO in the discussion of how such opportunities shall be offered to eligible employees within your department.

Please submit an implementation plan to the Office of Human Resources by October 3, 2008. Your plan should assume a 12-month time span and must include a description of how success will be measured through utilization of departmental headline performance measures. At the end of the 12-month period we will reevaluate the program to determine if any changes are necessary. Attached are two documents to aid in the development of your plan and an instrument for measuring the environmental impact of the plan. Following a collaborative review process to ensure plan compliance with the guidelines and utilization of as many opportunities for four 10-hour day schedules as possible, the department's implementation plan will be forwarded to the CAO. Once approved by the CAO, the Office of Human Resources will provide managers guidance and next steps to implement alternate work schedules.

TF:ab

Attachments

¹ Sept. 26, 2008 class id #08000
Sept. 30, 2008 class id #08001



IMPLEMENTATION OF ALTERNATE WORK SCHEDULE

DEPARTMENT _____

DEPARTMENT HEAD APPROVAL & DATE _____

Employee's Names	Position Title	Grade	Division	Hours of Operations	Hours Employee Will Work	Implementation Date

The employees and operations identified above have met the following criteria:

- Service delivery to internal and external customers are maintained;
- Operational requirements are met;
- Employee participation is voluntary;
- Normal business hours are maintained;
- No additional costs to the County;
- Employees have successfully completed probationary period.

Please also attach a description of how the Department will utilize existing departmental headline performance measures in order to measure the success of alternate work schedules.

DATA COLLECTION FOR ALTERNATE WORK SCHEDULES

Instructions: To track progress and to properly address the needs of management and employees participating in the Alternate Work schedule; the Office of Human Resources will collect data and periodically conduct evaluations. Please complete the questions below.

Employee Name

Position Title

Department / Division

1. What are your primary job responsibilities?
2. Are you responsible for providing direct service to customers? ☐ Yes ☐ No
 - a) If yes, what effect of service delivery to your customers do you anticipate?
(please describe)
3. Are you responsible for supervising or supporting staff that provide direct services to customers? ☐ Yes ☐ No
4. What benefits do you expect to gain from an alternate work schedule? (please check all that apply)
 - ☐ Reduce time spent commuting to and from my primary office.
 - ☐ Increase productivity by working in a quieter work environment
 - ☐ Improve work-life balance
 - ☐ Other (please describe)
5. What benefits do you expect your department to gain from your alternate work schedule? (please list)
6. What is the one-way distance from your home the work? _____ miles
7. What time do you typically leave home to get to your place of work? _____ min/hr
8. What time do you typically leave work to go home? _____ min/hr
9. How long is your commute on average:
 - From home to work? _____ hrs _____ mins
 - From work to home? _____ hrs _____ mins
10. What is your primary mode of travel to and from work?
 - ☐ Drive alone ☐ Car or Van Pool ☐ Public Transportation
 - ☐ Walk or Bike ☐ Other (please describe) _____
11. What is your primary commute route?
 - ☐ Beltway ☐ Route 355I ☐ Route 28
 - ☐ Other (please describe) _____